

Message Text

UNCLASSIFIED

PAGE 01 LAGOS 12998 171121Z

44

ACTION PER-03

INFO OCT-01 AF-08 ISO-00 A-01 EB-07 /020 W

----- 005319

R 171003Z NOV 76

FM AMEMBASSY LAGOS

TO SECSTATE WASHDC 7787

UNCLAS LAGOS 12998

ALSO FOR AFSA

E.O. 11652: N/A

TAGS: EGEN, APER

SUBJECT: END-USER AND FIELD OBSERVATION REPORTS

REF: A) STATE 217717, B) STATE 229164

1. EMBASSY WELCOMES DEPARTMENT'S REVIEW OF END-USER AND FIELD OBSERVATION REPORTS.

2. EMBASSY PERSONNEL CONCERNED OVER SEVERAL QUESTIONABLE ASPECTS THESE REPORTS, SUMMARIZED BELOW. EMBASSY SUGGESTS DEPARTMENT EXPAND REVIEW TO INCLUDE THESE ASPECTS AND CONSULT OTHER POSTS AND OFFICES. MAIN POINTS OF CONCERN FOLLOW:

A) EVIDENTLY, IN PRACTICE, ONLY COMMERCE EXECUTES SUBJECT REPORTS AND ONLY ON E/C OFFICERS, SUBJECTING THEM TO MORE SCRUTINY AND COMMENT THAN OFFICERS IN OTHER CONES. THIS GIVES ADVANTAGE TO E/C OFFICERS IN CASE FAVORABLE REPORTS AND DISADVANTAGE WHEN UNFAVORABLE. OFFICERS AFFECTED WOULD BE GLAD TO COMPETE ON THIS BASIS IF UNIFORM AND EQUITABLE STANDARDS WERE APPLIED IN END-USER AND FIELD OBSERVATION REPORTS. UNDER PRESENT PROCEDURES, HOWEVER, IT IS IMPOSSIBLE FOR REPORTS TO PAINT REPRESENTATIVE PICTURE OF AN INDIVIDUAL OFFICER OR TO TREAT ALL OFFICERS EQUALLY AND THEREFORE FAIRLY BECAUSE REPORTS ARE NOT REPEAT NOT EXECUTED ON ALL E/C OFFICERS NOR DO THEY COVER MORE THAN A SMALL FRACTION OF

UNCLASSIFIED

UNCLASSIFIED

PAGE 02 LAGOS 12998 171121Z

AN OFFICER'S WORK. THE GENERAL END-USER REPORTS FOR A

FULL RATING PERIOD CAN BE BASED ONLY ON INCREASINGLY RARE AIRGRAMS, OVERLOOKING WORK OF OFFICERS WHOSE WORK IS REFLECTED LARGELY IN TELEGRAMS. FIELD OBSERVATION REPORTS USUALLY ARE BASED ON SHORT VISITS DURING WHICH, FREQUENTLY, BOTH RATER AND RATED MAY BE OPERATING IN NEW AND UNFAMILIAR ROLES OUTSIDE THEIR NORMAL DUTIES. OCCASIONALLY THE RATER HAS LESS FUNCTIONAL AND/OR OVERSEAS EXPERIENCE THAN THE RATED AND THUS IS NOT WELL-QUALIFIED TO JUDGE PERFORMANCE.

B) EXECUTION SUBJECT REPORTS SEEMS CAPRICIOUS IN THAT REPORTS MAY OR MAY NOT BE WRITTEN, ACCORDING WHIM COMMERCE OFFICERS, CREATING SITUATION UNDER WHICH IT POSSIBLE REWARD OR PUNISH SUBJECTS ON GROUNDS OTHER THAN MERIT. AT THIS POST, COMMERCE OFFICERS HAVE INFORMALLY LAVISHED PRAISE WITHOUT SUBMITTING FORMAL FIELD OBSERVATION REPORT OR SUBMITTED EXTREMELY CRITICAL REPORTS WITHOUT DISCUSSING THE PROBLEMS BEFOREHAND TO DETECT MISUNDERSTANDINGS. CONSISTENT PROCEDURES LACKING.

C) SYSTEM SEEMS ONE-WAY IN THAT COMMERCE RATES E/C OFFICERS BUT LATTER DO NOT REPEAT NOT HAVE EQUAL OPPORTUNITY COMMENT ON PERFORMANCE COMMERCE OFFICERS.

D) IN ADDITION FOREGOING, PROCEDURAL GUIDELINES THESE REPORTS DO NOT SEEM CONFORM SAFEGUARDS NOW REQUIRED FOR OERS, ALTHOUGH REFTELS MAY COVER THAT ASPECT.

E) OBJECTIVES, PROCEDURES AND FINAL DISPOSITION THESE REPORTS ARE VAGUE AND PROBABLY NOT WIDELY UNDERSTOOD. FOR EXAMPLE, UNTIL REFTELS, WE WERE UNDER IMPRESSION REPORTS WERE FOR FUTURE GUIDANCE AND NOT REPEAT NOT FOR PROMOTION FILES. THEY ARE USEFUL FOR GUIDANCE ON FUTURE ACTIVITIES BUT REALIZATION THAT REPORTS CAN HJJ SUBJECT'S CAREERS PROVOKES CLOSER ATTENTION TO SAFEGUARDS OR LACK OF THEM.

UNCLASSIFIED

UNCLASSIFIED

PAGE 03 LAGOS 12998 171121Z

3. OBVIOUSLY, ONE POST'S EXPERIENCE IS INSUFFICIENT FOR DEFINITIVE REFORM THIS PROGRAM. HOWEVER, WE BELIEVE IT IS SUFFICIENT TO DEMONSTRATE NEED FOR REVIEW OF PROGRAM. EMBASSY THEREFORE SUGGESTS DEPARTMENT SHOULD:

A) REISSUE WHATEVER GUIDELINES AND PROCEDURES NOW EXIST CONCERNING END-USER AND FIELD OBSERVATION

REPORTS, IN ORDER THAT ALL INVOLVED UNDERSTAND PRESENT PROGRAM AND ITS IMPLICATIONS; COMMENTS SHOULD BE INVITED.

B) TAKE WHATEVER STEPS CAN BE TAKEN PROMPTLY TO ELIMINATE SUCH OBVIOUS SHORTCOMINGS AS SELECTIVE EXECUTION THESE REPORTS, FRAGMENTARY COVERAGE OF THE SUBJECT'S RESPONSIBILITIES AND PERFORMANCE, BIAS TOWARD UNBALANCED EMPHASIS OF EITHER CRITICISM OR PRAISE, INABILITY OF SUBJECT TO RATE THE RATER FOR LATTER'S PERSONNEL FILE, APPARENT NONCONFORMANCE OF THESE PROCEDURES WITH THOSE GOVERNING OERS.

C) IN INTERIM, CEASE PLACING THESE REPORTS IN PERFORMANCE FILES AND REMOVE THOSE IN THE FILES.

4. IN EMBASSY'S OPINION, THESE REPORTS IF CONTINUED SHOULD BE UTILIZED ONLY AS GUIDANCE FOR FUTURE REPORTING OR ACTIVITIES, NOT FOR EVALUATING SUBJECT'S PROMOTION POTENTIAL.

EASUM

NOTE BY OC/T: NOT PASSED AFSA.

UNCLASSIFIED

NNN

Message Attributes

Automatic Decaptioning: X
Capture Date: 01 JAN 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: PERSONNEL, REPORTS
Control Number: n/a
Copy: SINGLE
Draft Date: 17 NOV 1976
Decaption Date: 01 JAN 1960
Decaption Note:
Disposition Action: n/a
Disposition Approved on Date:
Disposition Authority: n/a
Disposition Case Number: n/a
Disposition Comment:
Disposition Date: 01 JAN 1960
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1976LAGOS12998
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Film Number: D760428-1172
From: LAGOS
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1976/newtext/t19761141/aaaabivq.tel
Line Count: 138
Locator: TEXT ON-LINE, ON MICROFILM
Office: ACTION PER
Original Classification: UNCLASSIFIED
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 3
Previous Channel Indicators: n/a
Previous Classification: n/a
Previous Handling Restrictions: n/a
Reference: 76 STATE 217717, 76 STATE 229164
Review Action: RELEASED, APPROVED
Review Authority: powellba
Review Comment: n/a
Review Content Flags:
Review Date: 10 AUG 2004
Review Event:
Review Exemptions: n/a
Review History: RELEASED <10 AUG 2004 by vandyklc>; APPROVED <10 NOV 2004 by powellba>
Review Markings:

Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
04 MAY 2006

Review Media Identifier:
Review Referrals: n/a
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
Secure: OPEN
Status: NATIVE
Subject: END-USER AND FIELD OBSERVATION REPORTS
TAGS: EGEN, APER, NI, US
To: STATE
Type: TE
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 04 MAY 2006